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**REQUEST FOR PROPOSAL**  
**RFP # 0634-244 E-CHILD CARE FEASIBILITY STUDY PROJECT**  
**MANAGER AND PROJECT TEAM**

***Project Title:*** ***e-Child Care Feasibility Study Project***

***Estimated Contract Period:*** January 9, 2007 through  
June 30, 2007.

Amendments extending the period of performance, if any, shall be at the sole discretion of DSHS.

***Proposal Due Date:*** All Proposals whether mailed or hand delivered must arrive by 3:00 p.m. Pacific time on: November 8, 2006.

**Faxed bids WILL NOT be accepted.**

**E-mailed bids WILL NOT be accepted.**

***Submit Proposal To:***

**Proposal Delivered by Mail:**

Andrew Kramer, RFP Coordinator  
Department of Social and Health Services  
Administrative Services Division / Central  
Contract Services  
PO BOX 45811  
Olympia, WA 98504-5811

**Proposal delivered by Express / Hand Delivery, Or Courier:**

Andrew Kramer, RFP Coordinator  
Department of Social and Health Services  
Administrative Services Division / Central  
Contract Services  
4500 10<sup>th</sup> Avenue SE  
Lacey, WA 98503

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## SECTION I. INTRODUCTION

### A. PURPOSE OF REQUEST FOR PROPOSAL

The purpose of this request for proposal is to procure a Project Manager and Project Team to manage and conduct the validation and rework of the e-Child Care Service Delivery Management System Feasibility Study completed July 12, 2005. The priority deliverable is a revised Cost Benefit Analysis (CBA) by early March 2007. Results of the CBA will be used in requesting funding for an e-Child Care solution in the state's 2007-2009 biennial budget.

For this engagement the expectations for the Project Manager and Project Team are to:

- Re-work the e-Child Care Service Delivery Management System Feasibility Study, including:
  - Assess and revise the project scope as needed;
  - Validate and revise the critical success factors and requirements as needed; and
  - Validate and revise the project outcomes as needed.
- Rework the Cost Benefit Analysis based on revised scope, critical success factors, and project outcomes.
- Develop and manage any follow-on development of procurement documents for the recommended e-Child Care solutions.

### B. BACKGROUND

The Department of Early Learning (DEL) came into existence July 1, 2006. At the Governor's request, this Department was established through legislation to provide greater priority and visibility for early learning. DEL is a merger of:

- The Division of Child Care and Early Learning, formerly part of the Department of Social and Health Services (DSHS),
- The Early Childhood Education and Assistance Program, also known as ECEAP, which used to be part of the Department of Community Trade and Economic Development (CTED), and
- The Early Reading Initiative, formerly part of the Office of the Superintendent of Public Instruction (OSPI).

By providing a single focal point for advocacy, policy development and coordination with the public and private sectors, DEL will eliminate fragmentation among programs and promote better early learning outcomes for children, and provide a strong, effective link with K-12 education to help ensure smooth transitions from early learning to school.

DSHS and DEL have many of the same stakeholders. In addition to looking for opportunities to use technology to integrate and improve early learning service delivery, the revised e-Child Care Feasibility Study will examine how systems can be integrated in order to leverage state resources and provide seamless service delivery.

## **C. PROJECT SCOPE**

Under the direction of the State's Project Coordinator, the Project Manager and Project Team will manage and conduct the assessment and revision of the 2005 e-Child Care Service Delivery Management System Feasibility Study. This study is included as Exhibit E. They will also manage the Investment Plan effort and the development of procurement documents for e-Child Care solutions.

The state requirements for feasibility study documentation are outlined in ISB guidelines: <http://isb.wa.gov/policies/portfolio/202G.doc>

The scope of the 2005 e-Child Care Feasibility Study was limited to the functions related to child care and early learning performed by DSHS prior to the creation of the Department of Early Learning.

The revised Feasibility Study will expand on the earlier study to include the DEL functions performed by the Early Childhood Education and Assistance Program, Early Reading Initiative and the recommendations made by Washington Learns, Thrive by Five Washington, and the Early Learning Council.

Executive sponsorship of the e-Child Care Feasibility Study will be a joint responsibility shared by the DSHS Deputy Secretary for Management and Operations and the DEL Director.

### **Contracted Project Team Requirements and Responsibilities**

The contractor shall provide senior level staff to provide project management and technical analysis services to revise the 2005 e-Child Care Service Delivery Management System Feasibility Study.

Suggested Project Team:

#### Project Executive

This person will have overall responsibility for the oversight of the project team engagement and the contract account. This position will provide services under this contract up to eight hours per month for the entire project based on the request of the project sponsors.

#### Project Manager

This person will have responsibility for the overall project management planning, monitoring and reporting activities related to delivering the revised feasibility study, investment plan and procurement documents for the e-Child Care solutions. This includes the development and maintenance of key project management plans including but not limited to: Project Charter, Work Plan (schedule), Change Management Plan, Issue Management Plan, Risk Management Plan and Communication Plan. This position is anticipated to be full time and be located on site.

#### Technical Lead

This person will assist in the analysis of options for an e-Child Care solution, coordinate with the DSHS Enterprise Architecture Program, analyze and assess the current technical environment, and propose a future technical environment. This position is anticipated to be full time and be located on site.

Business Analyst

This person will analyze and document the high level project business needs. This person is responsible for developing the requirements for the proposed technical solution in conjunction with stakeholders needs. This position is anticipated to be full time and be located on site.

Technical Writer

This person will develop the Feasibility Study documents, investment plan and any follow on procurement documents. This position is anticipated to be full time and located on site.

Business Process Re-engineering Analyst

This person will examine all aspects of the child care and early learning functions and interactions, and recommend improvements to the processes involved. This position is anticipated to be full time and located on site.

**Services and Key Deliverables to be Provided:**

The project team will be responsible for providing the services listed below along with the associated key deliverables:

Services to be Provided	Key Deliverables
<p>Overall project management planning, monitoring and reporting activities</p>	<p>Within 30 days of contract execution, provide a completed project management plan that will outline the plans and processes to manage the following activities:</p> <ul style="list-style-type: none"> <li>• Completion of the e-Child Care Feasibility Study.</li> <li>• Documentation of the e-Child Care project scope. (This is to be done in conjunction with the DSHS Enterprise Architect using DSHS Enterprise Architecture principles and approaches, see Exhibit D).</li> <li>• Creation of the Investment Plan and other external approval documents needed to procure e-Child Care Solutions.</li> <li>• Development of the procurement documents needed to procure an e-Child Care solution based on the feasibility study results.</li> </ul> <p>The project management plan must be based on industry best practice project management plans and processes. The plan must explain how the critical project management elements will be monitored and what tools will be used to do so. The plan must describe how governance processes for the project lifecycle will be created and managed in conjunction with DSHS and DEL staff.</p>
<p>Creation of the revised e-Child Care Feasibility Study, Investment Plan, and Business Process Improvements. This includes:</p> <ul style="list-style-type: none"> <li>• Initiating, managing, and completing the e-Child Care Feasibility Study, including high-level business and technical requirements</li> <li>• Assessing current</li> </ul>	<p>Within 30 days of contract execution develop an approach to:</p> <ul style="list-style-type: none"> <li>• Evaluate the previously completed e-Child Care Feasibility Study to determine which sections can be leveraged or reused.</li> <li>• Work with DSHS Enterprise Architecture (EA) staff to apply EA principles to confirm project scope and determine impacts on technical design and overlap with other agency systems and projects.</li> <li>• Complete the new Feasibility Study and Investment Plan that includes proposed scope, timeline, resources, budget and methodology. The approach must address, at a minimum, the components outlined in the ISB Feasibility Study guidelines.</li> </ul>

Services to be Provided	Key Deliverables
<p>business processes</p> <ul style="list-style-type: none"> <li>Identifying and recommending business process improvement opportunities for inclusion in the feasibility study</li> </ul>	<p>The state's requirements for completion of a Feasibility Study and Investment Plan can be found at: (<a href="http://isb.wa.gov/policies/portfolio/202G.doc">http://isb.wa.gov/policies/portfolio/202G.doc</a>).</p> <p>By early March 2007:</p> <ul style="list-style-type: none"> <li>Develop a high-level cost estimate of proposed technical solution to validate budget request.</li> <li>Assess and identify priority business process improvement opportunities.</li> </ul> <p>By 03/31/07:</p> <ul style="list-style-type: none"> <li>Define an approach to provide additional information prior to completion of the feasibility study regarding: <ul style="list-style-type: none"> <li>The development of an investment plan or strategy for recommended solutions</li> <li>The development of a plan to complete any required external approval documents in support of the procurement plan.</li> <li>The development of a plan to identify and recommend business process improvement opportunities</li> </ul> </li> </ul> <p>Per an approved project management plan:</p> <ul style="list-style-type: none"> <li>Complete the revised Feasibility Study</li> <li>Complete the Investment Plan</li> </ul>
<p>Development of the e-Child Care solution procurement documents.</p> <p>This includes Request for Proposal and other documents related to the solicitation.</p>	<p>Creation of procurement documents based on the selected alternative from the feasibility study and chosen procurement strategy.</p>

## KEY PERSONNEL

The bidder may not substitute key personnel proposed for this project without the prior, written approval of DSHS and DEL.

Key personnel will be provided a standard workstation for on-site work in an Olympia or Lacey State facility, exact location to be decided. DSHS/DEL will provide workspace, computers, local telephone services, an e-mail account, network access, file and print services and office supplies. The contractor will be available to the project coordinator in Olympia, Washington via telephone and e-mail and will participate in person in

scheduled work events, meetings, and conferences regarding the project during regular business hours from 8:00 am to 5:00 pm, Monday through Friday.

### **MINIMUM QUALIFICATIONS**

For the proposal to be considered responsive, the bidder must be on the GA pre-qualified vendors list.

For a proposal to be considered responsive, the bidder must demonstrate, in their proposal, that the proposed candidates can perform project management and technical analysis services, for their proposed team role or function, at the expert level.

- All key personnel being proposed must have expert knowledge of project management methodology, tools, and techniques or expert knowledge of methods for providing technical analysis services for their proposed team role or function to projects.
- All key personnel being proposed must have six or more years of experience managing large, complex information technology projects, or providing technical analysis services for their proposed team role or function on Level 2 or Level 3 projects (or their equivalent) as defined by the Washington State Information Services Board (ISB). The description of Level 2 and Level 3 projects can be found in the ISB Information Technology Portfolio Management Standards.

All candidates being proposed as part of the project team for the delivery of the Feasibility Study, Investment Plan, Business Process Improvement Recommendations and the Solution Procurement Documents should have, at a minimum, the following qualifications:

- Experience completing feasibility studies for Information Technology projects; and
- The ability to manage diverse stakeholders.

### **PREFERRED QUALIFICATIONS**

**Candidates being proposed as the Project Manager should have, at a minimum the following qualifications for their proposed role or function:**

- Expert knowledge of project management methodology, tools, and techniques; and
- Six years minimum of successful project management experience in the public sector; and
- Leadership and general management skills; and
- The ability to manage internal and external stakeholders including communication, negotiation, and conflict resolution; and
- Excellent oral and written communication skills; and

- The ability to use Microsoft Project to manage a work breakdown structure and schedule.

**One or more candidates being proposed as part of the project team for the delivery of the Feasibility Study, Investment Plan, Business Process Improvement Recommendations and the Solution Procurement Documents should have the following qualifications for their proposed team role or function:**

- Experience developing a cost/benefit analysis for an Information Technology feasibility study;
- Experience eliciting, documenting and analyzing business requirements;
- Knowledge of enterprise and systems architectures and experience analyzing and making recommendations for future architectures;
- Experience assessing and designing system interfaces in multiple system architecture environments;
- Experience documenting and analyzing current business processes and making recommendations for future business process improvements;
- Knowledge and experience of the state's IT procurement policies and processes;
- Knowledge of federal procurement rules;
- Experience formulating and writing procurement documents on complex IT projects using plain talk concepts. For more about Plain Talk see Governor Gregoire's web site;
- Expertise using the Microsoft Office 2003 suite.

If bidders do not meet the minimum qualifications, DSHS may consider a proposal non-responsive and withdraw it from consideration at any time.

#### **E. FUNDING**

DSHS has a budget not to exceed \$840,000 for the e-Child Care Feasibility Project. For any proposal exceeding this budget amount DSHS may consider a proposal non-responsive and withdraw it from consideration at any time. Any contract awarded is contingent upon the availability of funding.

#### **F. DEFINITIONS**

See Exhibit A, Definitions, for the meaning of certain terms used in this RFP.

## SECTION II. GENERAL INFORMATION

### A. PROCUREMENT CONTACT INFORMATION

Upon release of this RFP, all communications concerning this RFP must be directed only to the RFP Coordinator listed below. Any communication directed to DSHS or DEL staff, or its consultant, other than the RFP Coordinator may result in disqualification. Any oral communications will be considered unofficial and non-binding to DSHS. Bidders should rely only on written statements issued by the RFP Coordinator.

DSHS RFP Coordinator

Contact: Andrew Kramer, RFP Coordinator  
Department of Social & Health Services  
Administrative Services Division / Central Contract Services

Mailing Address: P.O. Box 45811  
Olympia, Washington 98504-5811

Physical Address: 4500 10th Avenue SE  
Lacey, Washington 98503

Telephone: (360) 664-6073

FAX: (360) 664-6184

E-mail Address: KrameAW@dshs.wa.gov

### B. ACCEPTANCE OF RFP TERMS

A Proposal submitted in response to this RFP shall be considered a binding offer. Acknowledgement of this condition shall be indicated by signature of an officer of the Bidder legally authorized to execute contractual obligations by submitting with the Proposal a signed Bidder Information, Certificates and Assurances Form attached hereto as Exhibit B. A Bidder must clearly identify and thoroughly explain any variations between its Proposal and the DSHS RFP. Failure to do so shall be deemed a waiver of any rights to subsequently modify the terms of performance, except as outlined or specified in the RFP.

### C. PROCUREMENT SCHEDULE

The Procurement Schedule outlines the tentative schedule for important action dates and times. DSHS reserves the right to revise this schedule at any time and will post any amended schedules on the DSHS Procurement website.

**Figure 1. PROCUREMENT SCHEDULE**

Item	Action	Date
1.	Issue RFP	October 19, 2006
2.	Last Date for Accepting Bidder Written Questions by 5:00 PM Pacific Daylight Time	October 26, 2006
3.	Issue Response to Written Questions No Later Than	November 3, 2006
4.	Proposal Submission Due by 3:00 PM. Pacific Time	November 8, 2006
5.	Proposal Evaluation	November 9 thru November 21, 2006
6.	Oral Presentations, If Required	December 4 and December 5, 2006
7.	Notify Apparently Successful Bidder	December 14, 2006
8.	Notify Unsuccessful Bidders	December 14, 2006
9.	Begin Contract Negotiations	December 15, 2006
10.	Bidder's Request for Debriefing Due by 5:00PM Pacific Time	December 19, 2006
11.	Hold Debriefing Conferences	December 20 thru December 22, 2006
12.	Bidders' Protest(s) Due	January 2, 2006
13.	Contract Execution	Anticipated January 9, 2007

**D. CONTRACT**

DSHS intends to award one contract to provide the services described in this RFP.

The Contract term shall run through June 30, 2007 commencing upon the date of execution of the contract by DSHS. Amendments extending the period of performance, if any, shall be at the sole discretion of DSHS.

Specific restrictions apply to contracting with current or former state employees pursuant to chapter 42.52 of the Revised Code of Washington. Bidders should familiarize themselves with the requirements prior to submitting a Proposal.

**E. INSURANCE**

The Apparently Successful Bidder must comply with the insurance requirements identified in the sample contract attached hereto as Exhibit C.

**F. CONTRACT AMENDMENT**

Additional services that are appropriate to the scope of this RFP, as determined by DSHS, may be added to the resulting Contract by a written amendment mutually agreed to and executed by both parties.

**G. PROPRIETARY INFORMATION/PUBLIC DISCLOSURE**

Materials submitted in response to this RFP shall become the property of DSHS. All proposals, quotes, lists, evaluation documents and other documents that make up this Procurement shall remain confidential until 1) DSHS makes it available to the public pursuant to RCW 42.17, or 2) the contract, if any, resulting from this RFP is signed by DSHS and the Apparently Successful Bidder. Thereafter, the proposals shall be deemed public records as defined in RCW 42.17.

Bidder's proposal must include a statement on the Letter of Submittal identifying each page of your proposal which contains any proprietary information. Each page claimed to be proprietary must be clearly marked by printing the word "Proprietary" on the lower right hand corner of each page which contains any proprietary information.

If DSHS receives a request to view or copy your proposal, DSHS will respond according to applicable law and DSHS policy governing public disclosure. DSHS will not disclose any information marked "Proprietary" in your proposal without giving you ten (10) days notice for you to seek a court injunction against the disclosure. You may not mark your entire proposal proprietary.

**H. WRITTEN REPRESENTATIONS**

Proposals should be based on the material contained in this RFP, any related amendment(s), and any questions and answers directed through the RFP Coordinator.

**I. QUESTIONS AND ANSWERS**

Bidders should fax, e-mail or mail written questions to the RFP Coordinator. Early submission of questions is encouraged. Questions will be accepted until the date set forth in the Procurement Schedule. Questions and Answers will be on the DSHS Procurement website.

**J. RFP AMENDMENTS**

DSHS reserves the right, at any time before execution of a contract, to amend all or a portion of this RFP. Amendments will be posted on the DSHS Procurements Web site, if applicable. If there is any conflict between amendments or between an amendment and the RFP, whichever document was issued last in time shall be controlling.

**K. RETRACTION OF THIS RFP**

DSHS and the State of Washington are not obligated to contract for the services specified in this RFP. DSHS reserves the right to retract this RFP in whole, or in part, at any time without penalty.

**L. SUBMISSION OF PROPOSALS**

Proposals must be prepared and submitted no later than the proposal submission date and time specified in the Procurement Schedule. The proposal is to be sent to the RFP Coordinator, either by mail or hand delivery, at the address specified in Section II.A., Procurement Contact Information. DSHS will not accept any proposal submitted by fax. DSHS will not accept any proposal submitted by email.

Bidders should allow sufficient time to ensure timely receipt by the RFP Coordinator. Bidders assume the risk for the method of delivery and for any delay in the mailing or delivery of their proposal.

DSHS reserves the right to disqualify any proposal and withdraw it from consideration if it is received after the proposal submission due date and time. All proposals and any accompanying documentation become the property of DSHS and will not be returned.

**M. NON-RESPONSIVE PROPOSALS**

All proposals will be reviewed by the RFP Coordinator to determine compliance with administrative requirements and instructions specified in this RFP. DSHS may reject or withdraw a proposal at any time as non-responsive for any of the following reasons:

- Incomplete proposal;
- Submission of alternative proposals;
- Failure to comply with any part of this RFP or any exhibit to this RFP;
- Submission of incorrect, misleading, or false information.

**N. MINOR IRREGULARITIES**

DSHS may waive minor administrative irregularities related to any proposal.

**O. COST TO PROPOSE**

DSHS will not be liable for any costs incurred by the Bidder in preparing, submitting or presenting a proposal for this RFP.

**P. JOINT PROPOSALS**

If you submitted a joint proposal, with one or more other bidders, you must designate the prime bidder. The prime bidder will be DSHS's sole point of

contact, will sign the contract and any amendments, and will bear sole responsibility for performance under the contract.

**Q. EXHIBITS**

Exhibits to this RFP are:

- Exhibit A - Definitions
- Exhibit B - Bidder Information, Certifications and Assurances Form
- Exhibit C - Sample Contract
- Exhibit D – DSHS Enterprise Architecture Principles
- Exhibit E - 2005 e-Child Care Service Delivery Management System Feasibility Study

You should be sure that you have downloaded a complete copy of this RFP and all attached exhibits, as listed above. The procurement documents can be accessed at <http://www1.dshs.wa.gov/msa/ccs/>. If you are unable to download the documents, you should contact the RFP Coordinator.

It is not a ground for protest if your copy of this RFP should be missing any exhibit or pages of the RFP.

**R. WITHDRAWAL OF PROPOSALS**

After a Proposal has been submitted, Bidders may withdraw a proposal at any time up to the proposal submission date and time specified in the Procurement Schedule. A written request signed by an authorized representative of the Bidder must be submitted to the RFP Coordinator. After withdrawing a previously submitted proposal, the Bidder may submit another proposal at any time up to the proposal submission date and time.

**S. NOTIFY APPARENTLY SUCCESSFUL BIDDER**

DSHS will notify the Apparently Successful Bidder on or about the date and time specified in the Procurement Schedule of the selection of the Apparently Successful Bidder by written notice via mail, e-mail and/or fax. DSHS will notify separately the Unsuccessful Bidders on or about the date and time specified in the Procurement Schedule of the non-selection of the Unsuccessful Bidder by written notice via mail, e-mail and/or fax.

## **T. BIDDER DEBRIEFING CONFERENCE**

If DSHS does not select your proposal, you may request a debriefing conference. You must submit your request in writing to the RFP Coordinator by mail or fax by the date specified in the Procurement Schedule, Section II.C., Figure 1.

Debriefing conferences will be held in accordance with the date specified in the Procurement Schedule, Section II.C., and Figure 1.

The debriefing conference may be conducted either in person or by telephone and will be scheduled for a maximum of one hour.

Discussion at the debriefing conference will be limited to the following:

- Evaluation and scoring of your proposal;
- Critique of your proposal based on evaluators' comments; and
- Review of your final score in comparison with other Bidders' final scores without identifying the Bidders.

*Identification of the other Bidders, their proposals or evaluations will not be allowed.*

## **U. PROTEST**

Protests may be made only after DSHS has sent notification to the Apparently Successful Bidder and to the unsuccessful bidders. In order to submit a protest under this RFP, a Bidder must have submitted a Proposal for this RFP and have requested and participated in a debriefing conference. It is the sole administrative remedy available within DSHS. The following is the process for filing a protest:

### **1. GROUNDS FOR PROTEST**

A protest may be made based on these grounds only:

- Arithmetic errors were made by DSHS in computing the score;
- DSHS failed to follow the procedures established in this RFP document, or to follow applicable State or federal laws or regulations; or
- Bias, discrimination, or conflict of interest on the part of an evaluator.

### **2. PROTEST FORM AND CONTENT**

A protest must state all of the facts and arguments upon which the protest is based, and the grounds for your protest. It must be in writing and signed by a person authorized to bind the Bidder to a contractual relationship. At a minimum, the protest must include:

- The name of the protesting Bidder, mailing address and phone number, and the name of the individual responsible for submission of the protest;
- The RFP number and name of the issuing agency;
- A detailed and complete statement of the specific action(s) by DSHS under protest;
- The grounds for the protest;
- Description of the relief or corrective action requested.

You may attach to your protest any documentation you offer to support your protest.

### **3. SUBMITTING A PROTEST**

Your protest must be in writing and must be signed. You must mail or hand deliver your protest to the RFP Coordinator using the same mailing or delivery address provided in this RFP for submitting your proposal. *Protests may not be submitted by fax or email.* DSHS must receive the written protest within **five (5)** business days after the debriefing conference.

### **4. PROTEST PROCESS**

The RFP Coordinator will forward your protest to the DSHS designated Protest Coordinator with copies of the following:

- This RFP and any amendments,
- Your proposal,
- The evaluators' scoring sheets, and
- Any other documents showing evaluation and scoring of your proposal.

DSHS will follow these procedures in reviewing your protest:

- DSHS will conduct an objective review of your protest, based on the contents of your written protest and the above materials provided by the RFP Coordinator.
- DSHS will send you a written decision within five (5) business days after DSHS receives your protest, unless more time is required to review the protest and make a determination. The protesting Bidder will be notified by the RFP Coordinator if additional time is necessary.

DSHS will make a final determination of your protest and will either:

- 1) Find that your protest lacks merit and uphold DSHS's actions;

- 2) Find that any errors in the RFP process or in DSHS's conduct did not influence the outcome of the RFP, and uphold DSHS's actions; or
- 3) Find merit in the protest and provide options for corrective action by DSHS which may include:
  - That DSHS correct any errors and re-evaluate all proposals affected by its determination of the protest;
  - That DSHS reissue the RFP document; or
  - That DSHS make other findings and take such other action as may be appropriate.

## **V. EXECUTION OF THE CONTRACT**

If you are the Apparently Successful Bidder, you will be expected to sign a contract with DSHS and any subsequent amendments that may be required to address specific work or services as needed. A sample contract is attached as Exhibit C.

DSHS reserves the right to negotiate the specific wording of the Statement of Work, based on the requirements of this RFP and the terms of your proposal.

If you fail or refuse to sign the contract or any subsequent amendment within ten (10) business days of delivery to you, DSHS may elect to cancel the award and may award the contract to the next-highest ranked finalist.

Any subcontracts necessary to perform the contract shall be subject to the prior written approval of DSHS.

If at contract award or anytime thereafter any specifically named individual(s) identified in the Proposal to work on this engagement are not available, DSHS or DEL has the right to approve or reject any change in Contractor personnel.

## SECTION III. PROPOSAL CONTENTS

### A. PROPOSAL CONTENTS

The four major sections of the proposal are to be submitted in the order noted below in Section III.C., Contents of Binders:

Proposals must provide information in the same order as presented in this document with the same headings. The questions in each of the four sections are described below. All questions must be answered and all items must be included as part of the proposal for the proposal to be considered responsive, even though certain items may not be scored.

### B. FORMAT OF PROPOSAL

- Proposals must be submitted on standard eight and one-half by eleven inch (8 ½" x 11") white paper.
- A font size not less than 12 point must be used.
- Proposals must be submitted in separate three-ring binders as specified in Section III.C., Contents of Binders, with tabs separating the major sections of the Proposal, and your name on the front cover or title page of each binder.
- Identify each copy of your proposal by including Proposal to RFP # 0634-244; the title of this RFP, e-Child Care Feasibility Study Project Manager and Project Team; and your name on the front cover.

### C. CONTENTS OF BINDERS

Submit your proposal in binders marked "Original" with Bidder's name and seven (7) copies of each binder, in addition, include one soft copy in Microsoft Word 2003 file format or Microsoft Excel 2003 file format if appropriate on a portable media or electronic readable media (Compact Disc - CD-ROM), with a label on the CD identifying your name and RFP# 0634-244 as follows:

Binder #1:

- Table of Contents
- Section 1: Administrative Requirements.
- Section 2: Management/Experience and Qualifications Proposal
- Section 3: Technical Proposal

Binder #2:

- Section 4: Cost Proposal

**D. ADMINISTRATIVE REQUIREMENTS  
(SECTION 1 OF PROPOSAL BINDER #1)**

Please respond to each item in the same order in which they appear.

**1. Letter of Submittal**

Bidders must submit a prepared and signed submittal letter on Bidder's official business letterhead stationery. The submittal letter should be no longer than three (3) pages. The submittal letter must be included as the first page of Section 1. Signing the submittal letter indicates that the Bidder accepts the terms and conditions of RFP# 0634-244.

The Bidder's Letter of Submittal must include the following:

- Name, address, principal place of business, telephone number, fax number, and e-mail address of legal entity or individual with whom contract would be written;
- The name of your contact person for this RFP;
- A detailed list of all materials and enclosures included in your Proposal;
- A list of all RFP amendments downloaded by the Bidder from the DSHS Procurements Web site, if applicable, and listed in order by amendment number and date. If there are no RFP amendments, include a statement to that effect;
- The Bidder's guarantee that its Proposal, as submitted, will remain in full force and effect for 180 days;
- A statement substantiating that the person who signs the letter is authorized to contractually bind the Bidder's firm;
- Identification of the page numbers on the Bidder's Proposal that are marked "Proprietary or Confidential" Information; and
- Any statements you wish to convey to the RFP Coordinator, including any variations between your proposal and the RFP.

**2. Bidder Information, Certificates and Assurances Form**

A completed Bidder Information, Certificates and Assurances Form Exhibit B. Please sign and include any attachments that are necessary.

**3. Reference Section**

Provide a list of at least three (3) references of entities for which you have performed similar services. Include the names, telephone numbers, dates of services, and a brief description of the similar services you provided them in the past. References will only be contacted for finalist(s).

**E. MANAGEMENT, EXPERIENCE AND QUALIFICATIONS PROPOSAL  
(SECTION 2 OF PROPOSAL BINDER #1)**

Please respond to each question in the same order in which they appear.

1. Provide a brief history of your company, no more than three (3) pages, including its current financial status and information on your company's experience completing projects similar to those outlined in this RFP.
2. Based upon your company's experience with project management, completing feasibility studies for level 2 or level 3 IT projects, and developing procurement documents, provide a detailed listing of the Key Personnel or team you propose for this engagement, including the titles of staff, and team roles (if applicable).
3. For each proposed candidate provide:
  - a. A cover letter, no longer than three (3) pages, that specifically indicates how the proposed candidate meets the required skills and preferred qualifications listed in Section I.C., Minimum and/or Preferred Qualifications, of this RFP; and
  - b. A current resume that contains specific education and work experience (organization name, dates of employment and duties performed) that specifically correspond with the required skills and preferred qualifications listed in Section I.C., Minimum Qualifications and Preferred Qualifications, of this RFP. Each resume must not be longer than five (5) pages. For any resume exceeding the page limit, DSHS may consider a proposal non-responsive and withdraw it from consideration at any time.
  - c. Three professional references including the name and telephone number of each candidate and reference, the project worked on, what position the candidate held on the project and the dates of the project.

**F. TECHNICAL PROPOSALS  
(SECTION 3 OF THE PROPOSAL BINDER #1)**

The Technical Section of the proposals for each work area of the project must include:

- **Methodology/Approach for Project Management**

Based upon your experience with engagements similar in scope and nature, provide an explanation of your approach to completing the work requested.

The project management proposal must include key project management planning documents as well as a high-level project management plan (schedule) with timelines as appropriate to the scope of the work effort. The approach should outline how external and internal stakeholder involvement will be insured.

The methodology/approach for project management should be no longer than ten (10) pages. For any proposal exceeding the page limit, DSHS may consider a proposal non-responsive and withdraw it from consideration at any time.

- **Methodology/Approach for Feasibility Study and Investment Plan Effort**

Based upon your experience with engagements similar in scope and nature, provide a detailed approach and high level plan for managing and completing the feasibility study and investment plan according to ISB standards.

Your plan should include business process improvement efforts such as analyzing the current business environment, developing process improvements, and developing high level requirements for a proposed solution. Your plan should explain how a **revised Cost Benefit Analysis will be completed by early March 2007.**

The methodology/approach for feasibility study and investment plan effort should be no longer than ten (10) pages. For any proposal exceeding the page limit, DSHS may consider a proposal non-responsive and withdraw it from consideration at any time.

- **Methodology/Approach for Development of Procurement Documents**

Based on your experience with engagements similar in scope and nature, provide a high level plan that includes the process and timeline for completing the procurement document deliverables and obtaining approval of the documents.

Your plan must include sample documents from other projects.

The methodology/approach for development of procurement documents should be no longer than ten (10) pages. For any proposal exceeding the page limit, DSHS may consider a proposal non-responsive and withdraw it from consideration at any time.

## **G. COST PROPOSAL (SECTION 4 OF PROPOSAL BINDER #2)**

The cost proposal must be in a separate binder and clearly labeled "Cost Proposal". It will not be evaluated until the Management, Experience and Qualification Proposal and the Technical Proposals have been evaluated and scored.

**BIDDERS SHOULD MAKE CERTAIN THAT NO COST INFORMATION OF ANY TYPE IS SHOWN ANYWHERE IN THEIR BID RESPONSE, EXCEPT IN THE COST PROPOSAL IN BINDER #2. THE INCLUSION OF COST IN ANY FASHION OR FORMAT IN ANY OTHER PLACE IN THE BID RESPONSE MAY RESULT IN IMMEDIATE REJECTION OF THE BID.**

The following cost information must be included in the cost proposal:

- **Project Management**

The costs for the project management deliverables will be considered as time and materials.

The cost proposal must show the hourly rate for proposed individual candidates or a blended rate if the bid includes multiple staff and the number of hours this staff is anticipated to work on the project management deliverables.

The cost proposal must show the total cost.

- **Feasibility Study, Investment Plan, and Business Process Improvement**

The cost for the Feasibility Study, Investment Plan, and Business Process Improvement deliverables will be considered as deliverable based.

The cost proposal must include a fixed price, deliverables-based cost proposal for completing each of the deliverables outlined in Section I.C., Services and Key Deliverables to be Provided, of this RFP. Also include the proposed personnel, their hourly rate and number of hours this staff is anticipated to work on the deliverable.

The cost proposal must show the total cost.

The cost proposal must show the hourly rate for proposed individual candidates or a blended rate if the bid includes multiple staff.

- **Solution Procurement Documents**

The cost for the Solution Procurement Document deliverables will be considered as time and materials.

The cost proposal must show the hourly rate for proposed individual candidates or a blended rate if the bid includes multiple staff and the number of hours this staff is anticipated to work on the solution procurement document deliverables.

The cost proposal must show the total cost.

The cost proposal should be no longer than five (5) pages. For any proposal exceeding the page limit, DSHS may consider a proposal non-responsive and withdraw it from consideration at any time.

## SECTION IV. EVALUATION

### A. EVALUATION PROCEDURE

Responsive proposals will be evaluated strictly in accordance with the requirements stated in this Procurement and any amendments issued. The evaluation of proposals shall be accomplished by an evaluation team to be designated by DSHS who will be responsible for the review, evaluation and scoring of Bidder proposals. DSHS, at its sole discretion and based on the scores of the written proposals, will select finalists for an oral presentation. Evaluators will evaluate and score the oral presentations of bidders selected as finalists. The combined scores of the oral presentations and reference checks will be used to make the final vendor selection.

### B. PROPOSAL EVALUATION

Each Proposal will first be screened to determine if the Bidder has complied with appropriate Administrative Requirements and Submittal Instructions. Each Proposal must meet the Administrative Requirements to be eligible to submit a proposal to this RFP. If your proposal does not meet all Administrative Requirements for this RFP, DSHS may consider your proposal non-responsive and withdraw it from consideration at any time. Evaluators will score all responsive proposals and award points up to the maximum points available for each question.

### C. SCORING OF PROPOSALS

The Administrative Requirements are evaluated on a pass/fail basis. The following weighting will be assigned to the proposal for evaluation purposes:

#### WRITTEN PROPOSAL

Technical Proposal	40%
Experience and Qualifications	40%
Cost Proposal	20%

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<b>Total (for Written Proposal)</b>	<b>100%</b>
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Oral Presentations [finalist(s) only]	75%
References [finalist(s) only]	25%

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<b>Final (For Oral Presentations and References)</b>	<b>100%</b>
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Your score for the Technical portion of the written proposal will be the average of the scores of the evaluators who review your Technical Proposal.

Your score for the Experience and Qualifications portion of the written proposal will be the average of the scores of the evaluators who review your Experience and Qualifications Proposal.

Your score for the Cost portion of the written proposal will be the average of the scores of the evaluators who review your Cost Proposal.

Your total score for the Written Proposal will be the addition of the averaged scores of the Technical Proposal, the Experience and Qualifications Proposal and the Cost Proposal. The total score of the Written Proposal will be used to select finalists for an oral presentation.

Your score for the Oral Presentation portion will be the average of the scores of the evaluators who attend your Oral Presentation.

Your score for References will be the average of the scores of the evaluators who contact your References.

Your final score will be the addition of the averaged scores of the Oral Presentation and References. (The total score of the Written Proposal will not be used in the final score.)

#### **D. EVALUATION OF ORAL PRESENTATIONS**

DSHS will, after evaluating the written proposals, schedule oral presentations of the finalists. The RFP Coordinator will notify finalists of the date, time, and location of the oral presentations.

DSHS will select evaluators for the oral presentations based on their qualifications, experience and background relevant to this RFP. These evaluators may include evaluators who reviewed the written proposals or DEL and DSHS staff who will work with the successful bidder(s). Evaluators will score the oral presentations in accordance with RFP requirements and evaluation criteria.

#### **E. EVALUATION OF REFERENCES**

DSHS will, after evaluating the written proposals, will contact the references of the finalists selected for oral presentations.

DSHS will select evaluators for the reference contacts based on their qualifications, experience and background relevant to this RFP. These evaluators may include evaluators who reviewed the written proposals or DEL and DSHS staff who will work with the successful bidder(s). Evaluators will score the reference contacts in accordance with RFP requirements and evaluation criteria.

#### **F. FINAL DETERMINATION OF APPARENTLY SUCCESSFUL BIDDER(S)**

DSHS and DEL program staff and/or management may conduct a final review of the evaluation and scoring of finalist(s).

In this final review, DSHS may consider past or current performance of any DSHS contracts by a finalist(s), and any experience of the program or DSHS in working with a finalist(s) under any past or current contract with DSHS.

DSHS and DEL management shall make the final determination as to which bidder(s), initially designated as finalist(s), shall be officially selected and notified as the Apparently Successful Bidder(s) under this Procurement.

In doing so, DSHS and DEL management shall be guided, but not bound, by the scores awarded by the evaluators. Program staff and DSHS and DEL management shall determine which proposals reviewed during this final selection process will best meet the needs of DSHS and DEL and, specifically, the needs of the ***Economic Services Administration and the Department of Early Learning***.

Any bidder who would be an Apparently Successful Bidder based on the scores awarded by the evaluators, and who is not selected, shall be provided, upon request, with the reasons for selecting a bidder with a lower final score.